



State of Louisiana Office of Youth Development
YOUTH SERVICES STRATEGIC PLAN 2006-2011



WE BELIEVE

- All youth are unique, valuable individuals who are worthy of respect and kindness.
- All youth are capable of learning and making healthy decisions.
- All youth should have a safe environment in which to live, grow and learn.

WE VALUE

- The commitment, expertise and professionalism of our staff.
- The continued safety and care of the youth and the public of Louisiana.
- The families, the community, and other partnerships who instill productive and positive changes in our youth.

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MESSAGE FROM THE GOVERNOR



KATHLEEN BABINEAUX BLANCO
GOVERNOR

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Dear Fellow Louisianians:

Creating a juvenile justice system that is a national model is one of my top priorities. I am proud to say that over the past several months, my administration is making this vision a reality.

Now that we are dealing with the aftermath of Hurricanes Katrina and Rita, our commitment to transforming the way we care for children, including our juvenile justice system, must become even more important.

In these challenging budgetary times, it is vital that we make every dollar devoted to juvenile justice count. Even before the storms, we maximized our investment by bringing together the resources and ideas of all agencies that serve children and families. We know that by investing wisely in reform and rehabilitation, we will help these youth become more productive citizens.

We have already taken significant steps in advancing this reform by analyzing our system through the outside eyes of Missouri's experts and national foundations. We separated the Office of Youth Development from adult corrections and began a comprehensive overhaul of the way we rehabilitate our young people. In short, we gave them a new home and a new mission. I knew that overall reform would not be easy or happen overnight. But, I also believed that giving these youth a second chance – to catch up on their education, receive long-overdue treatment, and make something of their lives – will yield big dividends for Louisiana's future.

Although we are only in the early stages of these reforms, we have made impressive strides, and the rest of the nation is taking notice. For example, the Annie E. Casey Foundation and the John D. and Catherine T. MacArthur Foundation have applauded our progress and become partners in our reform.

As we move forward in our efforts to rebuild Louisiana and breathe new life into our communities, we must do everything in our power to strengthen families and give young people the tools to be successful. Juvenile justice reform is critical to that effort. I invite you to be a part of this transformation.

Sincerely,

A handwritten signature in blue ink that reads "Kathleen Babineaux Blanco". The signature is fluid and cursive, with the first name "Kathleen" being the most prominent.

Kathleen Babineaux Blanco
Governor

MESSAGE FROM THE DEPUTY SECRETARY



OFFICE OF YOUTH DEVELOPMENT

KATHLEEN BABINEAUX BLANCO, GOVERNOR



SIMON G. GONSOULIN, DEPUTY SECRETARY

Dear Families and Friends:

Under Governor Kathleen Babineaux Blanco's leadership, juvenile justice reform has become a priority for Louisiana's children and families. With the support and partnership of the Louisiana legislature through resources and legal mechanisms for reform, this agency is poised to transform our system from a correctional, custodial model to one that is therapeutic and youth centered.

I am very pleased to share with you the 2006-2011 strategic plan for Youth Services. Our strategic plan is a living, growing document that reflects the ideas of many Youth Services employees and partners. The plan was compiled with input from over 1,600 stakeholders across Louisiana. We are grateful for the input and support from the Annie E. Casey Foundation, consultants from the Missouri Division of Youth Services, Louisiana State University Health Science Center, the Juvenile Justice Implementation Commission, Consultant Dr. James Austin, and Youth Services staff and stakeholders in our effort to ensure a more efficient and effective juvenile justice system.

This plan reflects ongoing research and recommendations from multiple partners within the juvenile justice system. Components of the plan reference Performance Based Standards set by the Council of Juvenile Correctional Administrators, the Justice Research Center, Inc., Program Accountability Measures report, Missouri Division of Youth Services goals, the Louisiana Children's Cabinet, the Louisiana Planning and Coordination Board and the New Mexico State Strategic Plan.

We recognize that several concepts must be addressed in order to realize true juvenile justice system reform. These concepts are embedded in our initiatives and include regionalization, safety, family involvement, community partnerships, broadening the continuum of care, and disproportionate minority contact with the system. Strategies have been selected that further the agency's legislative mandates toward reform and move us in the direction set forth by Governor Blanco. The objectives are specific measurable activities designed as benchmarks for progress. By way of an Annual Progress Report, Youth Services will provide stakeholders with definitive measures of success in accomplishing the plan.

Youth Services is committed to positive solutions for our youth. We look forward to your partnership in increasing the likelihood of success for Louisiana's youth and families.

Sincerely,

Simon G. Gonsoulin
Deputy Secretary



INITIATIVE ONE:

SAFETY FIRST

Safety First means that Youth Services values the safety of the youth placed in our care and the staff that provide services to them. This includes having a workforce focused on the rehabilitative needs of our youth. We believe that safety is the foundation and prerequisite for treatment. We promote a safe environment for our youth, families, and communities.

Strategy 1: Promote safety of youth by providing appropriate service and treatment opportunities in the least restrictive environment	<ul style="list-style-type: none"> ✓ Enhance the instrument used to assess risks and needs ✓ Complete risk/needs assessments within 48 hours of commitment ✓ Complete diagnostic assessments within 30 days of adjudication ✓ Develop and foster relationships with community partners to provide restorative justice opportunities for youth ✓ Develop and implement mentor programs for youth through community partners ✓ Pursue funds to develop basic to moderate residential facilities in lieu of intensive residential facilities ✓ Enhance disaster plan for each region by partnering with local governing authorities
Strategy 2: Increase the safety of youth in Youth Services residential and non-residential treatment programs by fostering a therapeutic environment	<ul style="list-style-type: none"> ✓ Decrease the number of youth in dorm to 10-12 youth ✓ Develop and implement a supervision policy that ensures continual healthy interaction between staff and youth ✓ Make renovations to facilities to foster a safe environment ✓ Implement new staffing/scheduling model ✓ Develop and utilize standard methods and curricula for staff development ✓ Utilize probationary period to assess new staff's suitability for working with youth ✓ Conduct periodic safety surveys with staff and youth
Strategy 3: Increase opportunities to identify problem behaviors and increase appropriate behaviors among youth	<ul style="list-style-type: none"> ✓ Fully implement dorm management system that consistently assigns staff to the same living unit to strengthen the therapeutic bond between staff and youth ✓ Achieve full conversion from corrections model to therapeutic model ✓ Establish youth councils at each residential facility ✓ Identify and implement developmentally and age appropriate specific programming ✓ Implement behavior management system that is based on adolescent growth and development ✓ Provide consistent staff training on the behavior management system

Strategy 4: Increase the number of youth who successfully reintegrate into their communities	<ul style="list-style-type: none"> ✓ Develop and implement appropriate transition plans for all youth in residential programs ✓ Increase Youth Services staff contacts with youth following release ✓ Provide educational, vocational, and treatment opportunities for youth to obtain skills that promote successful reintegration into the community ✓ Develop Quality Assurance rubric for re-entry planning that includes treatment, education, location, family involvement, and job placement ✓ Develop and implement service coordination model (single case management) which bridges the gap between home, community, school and the juvenile justice system ✓ Reduce recidivism rate to 23% by 2011
Strategy 5: Secure a quality workforce by increasing opportunities for staff development	<ul style="list-style-type: none"> ✓ Increase recruitment and hiring of qualified post secondary educated staff ✓ Partner with Board of Regents to establish a Juvenile Justice Direct Care curriculum ✓ Provide incentives for frontline staff who obtain additional job specific training in addition to what is required ✓ Increase the number of staff who receives training in accordance with the new staff development program ✓ Celebrate staff accomplishments

Youth Services believes that providing a safe environment for youth to discuss their feelings, problems, and progress is essential to succeeding in intensive residential treatment. Bridge City is the first facility to establish the Missouri-like dorm setting with a homelike environment. The youth are able to “Circle-Up” and discuss the challenges they face in a comfortable and safe setting. They are guided by newly trained Youth Care Workers who offer support and encourage positive conversation.



UJIMA Dorm at Bridge City



INITIATIVE TWO: FAMILY INVOLVEMENT

At Youth Services, we encourage and support productive family participation in rehabilitation for youth placed in our care. Our investment in youth and families today strengthens families tomorrow.

Strategy 1: Provide opportunities throughout the continuum that focus on family involvement.	<ul style="list-style-type: none">✓ Increase access to appropriate services including mental health, family counseling, substance abuse treatment, parenting services, crisis intervention✓ Enhance partnerships with FINS and other family support programs to expand services to siblings✓ Increase opportunities for family visitation through the utilization of transportation directories, Youth Services assisted transportation, and faith and community-based resources✓ Establish family centered visitation areas in residential facilities to promote family gatherings✓ Increase number of furlough opportunities and home passes for youth to enhance reintegration with families✓ Increase family participation in staffings✓ Encourage Youth Services staff and families to participate in Planning Board activities to assist in identifying gaps in services for families in each region
Strategy 2: Provide aftercare services to families through community service coordination	<ul style="list-style-type: none">✓ Increase number and quality of aftercare contacts between Youth Services staff and family✓ Provide staff development for the coordination of aftercare services.✓ Increase percentage of family involvement in aftercare services✓ Develop policies to ensure that aftercare plans include service needs of family
Strategy 3: Provide opportunities that foster communication between staff and families	<ul style="list-style-type: none">✓ Facilitate communication between staff and parents through increased utilization of contacts and technology✓ Disseminate family orientation video and information✓ Encourage contact with Youth Services family ombudsman✓ Provide information through regular newsletters to families



Bridge City Family Intervention Room

Bridge City Center for Youth in the Metro Region took a giant step to incorporate the new therapeutic philosophy of Youth Services by developing the family intervention room on site. The purpose of the room is to provide a wholesome area that promotes a positive family atmosphere as well as to create a setting for effective therapeutic intervention. The family intervention room is modeled after residential facilities in Missouri.

“My experience in the family intervention room was a pleasant one. I spent time with my family in a home - like setting. Youth surroundings set the tone for a peaceful conversation and how your interactions will be...Just coming in here and having alone time with your family is nice.”

Daniel, youth at Bridge City

“The family intervention room resembles a typical family room. It is a big improvement from visiting in a crowded, noisy gymnasium.”

Sandra, parent of youth at Bridge City

“After a long drive, the family intervention room is a welcome sight.”

Sean, parent of youth at Bridge City



INITIATIVE THREE: QUALITY SEAMLESS CONTINUUM OF CARE

Establishing a quality seamless continuum of care means developing partnerships between families, employees, natural supports, and community agencies in a statewide continuum of services which address the needs of youth and their families.



Strategy 1: Increase the range of regionalized quality treatment and service opportunities that align with youth needs	<ul style="list-style-type: none">✓ Invest savings from transition of JCY and SCY as multifaceted facilities into residential facilities located in Southwest and Northwest Louisiana✓ Close Juvenile Reception and Diagnostic Center and implement regionalized intake process for intensive residential care✓ Identify opportunities for utilizing existing facilities to include additional components of continuum of care✓ Provide training support to community based treatment providers to incorporate Youth Services models✓ Participate in local Planning Boards to assist in identifying quality programs in local communities✓ Develop and implement service coordination model (single case management)✓ Assess and identify community resources and identify gaps in services in each region✓ Collaborate with other agencies in order to increase opportunities for youth to access regionalized community based substance abuse and mental health services✓ Determine geographic area of service zones (regional areas)✓ Increase number of youth receiving treatment according to their Individual Intervention Plans (IIP)
Strategy 2: Enhance therapeutic relationships between Youth Services' staff, youth and families	<ul style="list-style-type: none">✓ Increase home visits by service coordinator✓ Increase family involvement in treatment plans and transition plans✓ Extend Youth Services regionalized community based service opportunities to families✓ Provide training to staff and youth regarding cultural diversity

Strategy 3: Increase prevention, early intervention, and reintegration services for at- risk and delinquent youth in local school districts	<ul style="list-style-type: none"> ✓ Build and establish relationships with after school recreational and educational community programs ✓ Partner with school districts to create a referral system for at-risk youth ✓ Partner with school districts to create an aftercare reintegration process for youth transitioning back to school from out of home placement ✓ Allocate staff resources to provide direct services to youth at the school building level ✓ Identify and support programs that offer minority youth opportunities in the least restrictive environment
Strategy 4: Increase academic and vocational educational opportunities for youth	<ul style="list-style-type: none"> ✓ Increase number of students receiving GEDs and “terminal diplomas” ✓ Increase number of student enrollments and completions in vocational training ✓ Improve academic gains and improve scores on standardized tests ✓ Increase Youth Services' capacity for educational advocacy in each region ✓ Celebrate achievements such as graduation ceremonies ✓ Increase number of students receiving transferable credits

Youth Services is committed to offering youth in our care the academic and vocational opportunities that will help them transition into their communities. Pictured here are youth who are on their way to attend college classes at Delgado Community College. Youth Services' staff accompanies the youth to class, offering support and assistance, and in some cases, takes the class for college credit as well.





INITIATIVE FOUR: COMMUNITY INVOLVEMENT & PARTNERSHIP

Partnering with the community affords our youth the opportunity to belong and contribute, to form close relationships, make meaningful choices, develop transferable skills, and mentor others.



Strategy 1: Increase information sharing between stakeholders and Youth Services in order to improve opportunities for partnership	<ul style="list-style-type: none">✓ Collect and disseminate demographic and performance measurement data✓ Receive continuous feedback from stakeholders through community meetings, annual consumer surveys, family conferences, and an open door policy✓ Provide overview of treatment models and strategies through periodic newsletters to families and stakeholders✓ Share demographic information with courts, District Attorneys, advocates, families, and service providers✓ Participate in conferences and forums to share information at local, state, and national levels✓ Work with Children's Cabinet to align activities
Strategy 2: Increase youth and Youth Services staff participation in community activities	<ul style="list-style-type: none">✓ Identify and establish partnerships with: faith based communities, businesses, local service agencies, schools, and universities✓ Utilize partnerships to create prevention, intervention, and restorative justice activities for our youth✓ Encourage and support Youth Services staff participation in community and school meetings and events✓ Conduct ongoing assessment of transportation needs and enhance transportation services to link youth and families with community activities and services✓ Develop policies that ensure transportation provisions are addressed in service plans

Strategy 3: Increase prevention, intervention and aftercare resources for youth in communities	<ul style="list-style-type: none"> ✓ Encourage Youth Services staff to network within their service areas to identify resources for our youth ✓ Develop capacity of service coordinators to engage the broadest range of service opportunities for our youth ✓ Partner with and refer to other agencies that provide services to promote and build individual and family strengths ✓ Enhance Youth Services community placement options and develop and implement graduated interventions and levels of care ✓ Develop Youth Services' capacity in custody/placement recommendations to the court ✓ Develop and support agreements with District Attorneys, judges, and others to promote the full use of the continuum of care such as diversion programs ✓ Compare recommendations from Youth Services objective assessment to actual placement
Strategy 4: Provide technical assistance and program development that support Youth Services' beliefs and philosophies	<ul style="list-style-type: none"> ✓ Collaborate with other state agencies to identify and provide appropriate staff and program development ✓ Promote the consistent monitoring of community based programs at the regional level to ensure compliance with Youth Services' beliefs and philosophies ✓ Establish minimum standards and expectations for providers ✓ Train probation and parole staff in the therapeutic approach

Youth Services traveled to regions across the state to meet with stakeholders to gain insight into what we can do together to improve services to youth in our custody and under supervision. More than 1,600 participants in the stakeholder meetings worked in groups to discuss the five initiatives outlined in this plan. The thoughts and concepts communicated in those meetings are embedded in our strategic plan.





INITIATIVE FIVE: DATA DRIVEN OUTCOMES

Youth Services values evidence-based practices that promote measurable outcomes and quality services. We are committed to accurately reporting information that “tells the story” about the children we serve. We support advances in information technology to improve data resources and information sharing internally and externally.



Strategy 1: Develop and implement uniform outcome measures for each program/services type that enhances data collection, tracking, and sharing capabilities	<ul style="list-style-type: none">✓ Establish evidenced based standards, benchmarks, and objectives✓ Develop performance based tool that includes monitoring components and evaluation data for service providers✓ Provide technical assistance and training to all programs and services in collecting and maintaining appropriate data
Strategy 2: Increase youth, staff, provider, and stakeholder participation in quality assurance	<ul style="list-style-type: none">✓ Collect youth, staff, provider, and stakeholder evaluation surveys at scheduled quality assurance reviews✓ Involve families and stakeholders in development of outcome based information sharing process
Strategy 3: Ensure analysis of all uniformed outcome measures	<ul style="list-style-type: none">✓ Analyze trends, data, and needs and assess any implementation requirements✓ Analyze data by region to evaluate and assess appropriate service delivery✓ Ensure program standards, benchmarks and objectives are being met✓ Determine effectiveness of programs and services✓ Use the data collection process to eliminate duplication of services

<p>Strategy 4: Develop a comprehensive strategy to foster interagency agreements and cooperation regarding sharing of information</p>	<ul style="list-style-type: none"> ✓ Identify changes in information technology for system maintenance ✓ Identify and obtain funding to expand information technology systems ✓ Study the feasibility of a fully integrated electronic data collection and analysis system that incorporates controlled rights to access, edit, view, and disclose information ✓ Assess outside funding resources for development and implementation of data collection ✓ Perform inventory of which agencies, public and private, collect data regarding children and family services in LA and identify types of data collected ✓ Develop policies and procedures in accordance with the information sharing legislation, ACT 119 of the 2005 Legislative session ✓ Work with the Children's Cabinet to develop interagency agreements
<p>Strategy 5: Utilize data to determine, anticipate, and respond appropriately to the needs of our youth, staff, stakeholders, and community partners</p>	<ul style="list-style-type: none"> ✓ Use analysis to modify operational plans and future strategic plans ✓ Support evidenced based treatment programs for youth and families ✓ Compare delinquency crime statistics with Youth Services recommendations and youth sentences ✓ Identify programming that supports the success of minority youth

Youth Services is working to ensure that our program standards are being met. Our staff continuously reviews data that could provide information for analysis and trends. This data can assist us in determining the best methods to help our youth become more productive citizens as they move into adulthood.





PROGRESS REPORT

Youth Services will measure the progress of our plan through Performance Measures and Achievement Measures. The Performance measures gauge the progress of activities on an ongoing basis to show improvement toward reform over time. The Achievement measures gauge the progress of achievements, or milestones, as reform progresses. Youth Services will complete an updated Progress Report each year.

Performance Measures

	Performance Measures	Fiscal Year							Nat'l Std.
		05	1st Half 06	2nd Half 06	07	08	09	10	
Quality Improvement	Percentage of Youth Services staff receiving appropriate staff development training	98%							
	Number of families participating in staffings	---							
	Youth to staff ratio in dormitory	---							
	Percentage of youth receiving services as identified in Individual Intervention Plans (IIP)	---							
	Percentage of dorms actively participating in dorm management	100%							
	Number of dorms converted to the therapeutic model	---							
	Number of evaluation surveys completed	---							
	Number of students that increased academic functioning from below literacy level to basic literacy level	155							
	Number of students that increased academic functioning from basic literacy level to high school level	79							
	Number of hours of training and technical assistance supplied to providers	---							
	Number of staff trained in therapeutic model	---							
	Number of service coordinators trained in family service related curriculum	---							
	Number of furloughs and home passes	---							
	Number of Youth Care workers trained	---							
	Average number of youth per dorm	---							

The column FY05 represents baseline data. The performance measures denoted with “–” represent data that Youth Services will compile to present in this enhanced format beginning FY 2005-2006.

	Performance Measures	Fiscal Year						Nat'l Std.
		05	1st Half 06	2nd Half 06	07	08	09	10
Service Improvement	Average length of stay for regular programs	12.9 months						
	Average length of stay for short term programs	3.8 months						
	Number of youth assigned to service coordinators	---						
	Number of face to face contacts with youth by service coordinator	---						
	Number of face to face contacts with family by service coordinator	---						
	Number of youth under supervision	5806						
	Average daily census of youth in residential facilities	498						
	Track rate of re-entry (18 month follow up) to 23% by 2010	---						
	Percent of youth re-entering the system within 5 years	46%						
	Percent of youth assigned to their regional facility	---						
	Percent of youth with substance abuse and mental health needs compared with percentage of youth receiving services	---						
	Percent of assessments completed within 30 days of arrival	---						
	Number of youth served in prevention and diversion programs	---						
	Incidents of violence in intensive residential facilities: Category A and B significant injuries	86						
	The percentage of agency budget dedicated to community based services	40%						
	Percent of providers who participate in nationally recognized performance based standards	---						
	Number hours youth participated in restorative justice opportunities (community service hours)	21,691 hours						
	Number of youth served in non-residential programs	3459						

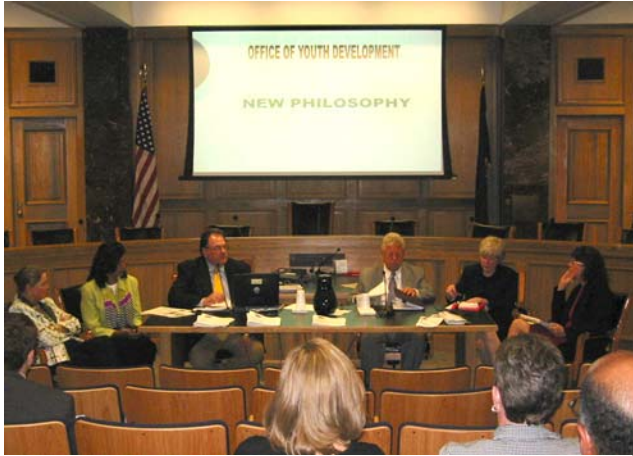
The column FY05 represents baseline data. The performance measures denoted with " - " represent data that Youth Services will compile to present in this enhanced format beginning FY 2005-2006.



Achievement Measures

	Achievement Measures	05	1st Half 06	2nd Half 06	Target			
					07	08	09	10
Facilities Improvement	Renovation of BCCY dorms		X					
	Construction of BCCY dorms			X				
	Renovation at Jetson			X				
	Construction at Jetson				X			
	Renovation at Swanson				X			
	Construction at Swanson					X		
Service Improvement	Development of service coordinator training curriculum			X				
	Transition of JCY for use as multiple components of continuum					X		
	Transition of SCY for use as multiple components of continuum					X		
	Develop and distribute graduated interventions and levels of care			X				
	Develop and promote information sharing plan				X			
	Develop and promote agreement to utilize full continuum					X		
	Reduce recidivism rate to 23%							X
	Implementation of Court diversion plans			X				
	Distribute newsletter to parents			X				
	All dorms have no more than 10 to 12 youth				X			
	Disseminate Family Orientation Video			X				
	Complete orientation video for youth in intensive residential		X					
	Achieve full conversion from correctional model to therapeutic model					X		
Regionalization	Determine regional service areas (regions of service continuum).		X					
	Host Regional Stakeholder Meetings every 30 months		X					
	Develop intensive residential treatment in SW and NW LA				X			
	Close JRDC		X					
Transportation	Completion and distribution of transportation resource guide				X			
	Conduct assessment of transportation challenges per our population			X				
Data Management	Implementation of uniformed outcome measures and tools		X					
	Inventory of data collected from other agencies		X					

Youth Services At Work



Legislative Briefing 2005



Administration Working With Youth Services



Youth Care Worker Training



Missouri Consultants Visiting Youth

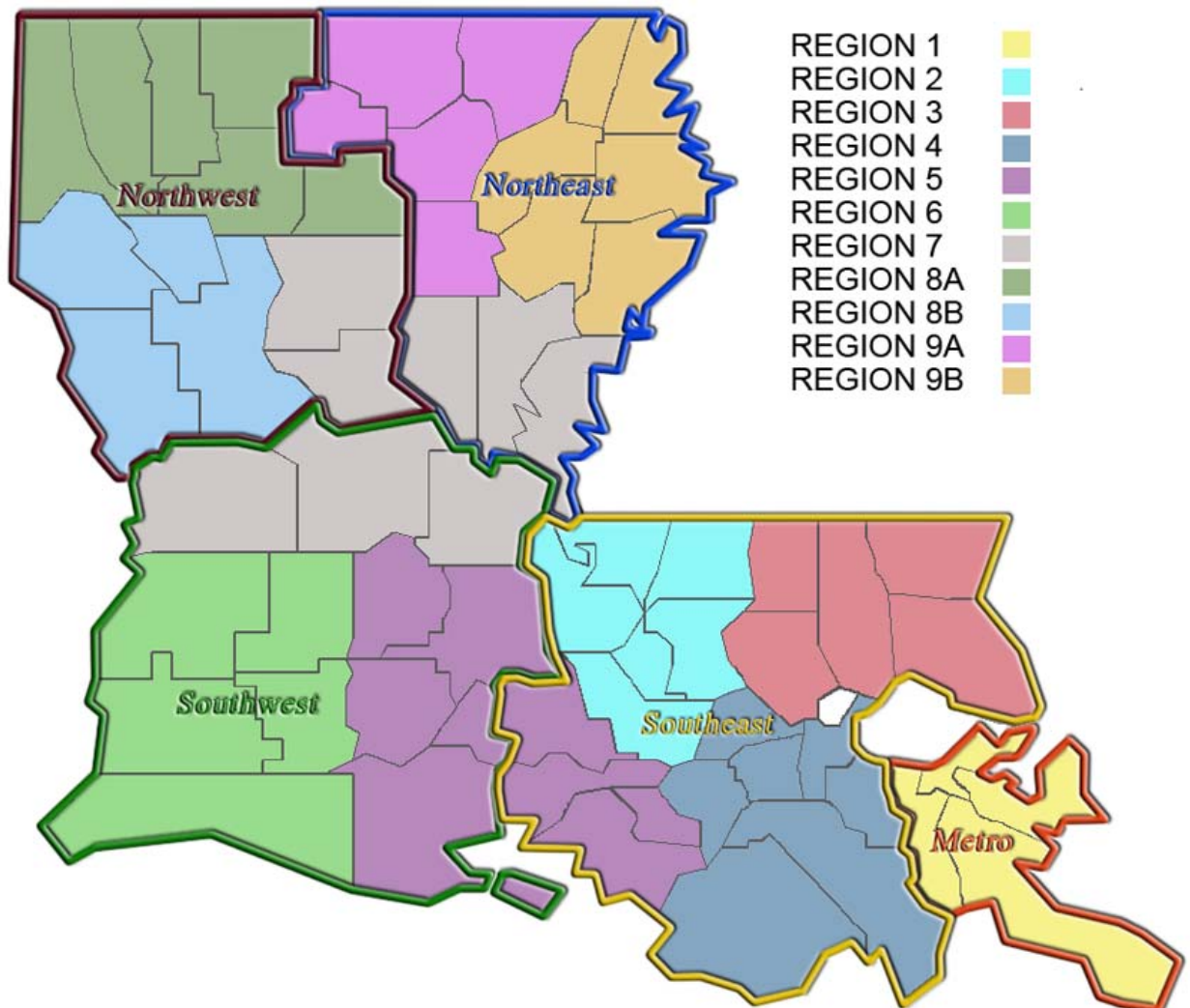


Monroe Stakeholder Meeting



PROPOSED REGIONALIZATION PLAN

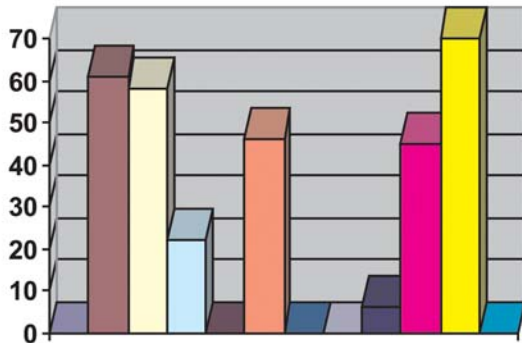
Youth Services recognizes that in order to serve our youth more effectively and efficiently, we must move toward a regionalized approach to treatment. To that end, we have proposed creating five regional service areas. These are called Northwest, Northeast, Southwest, Southeast, and Metro service areas. Each service area will establish and maintain a basic continuum of services. Youth Services will work with communities and planning boards to expand the continuum of care in each of these regions by 2011.



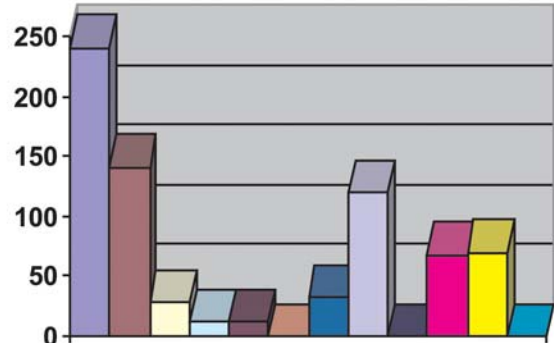
STATEWIDE BASIC CONTINUUM OF CARE

OCTOBER 2005

Number of Placement Opportunities

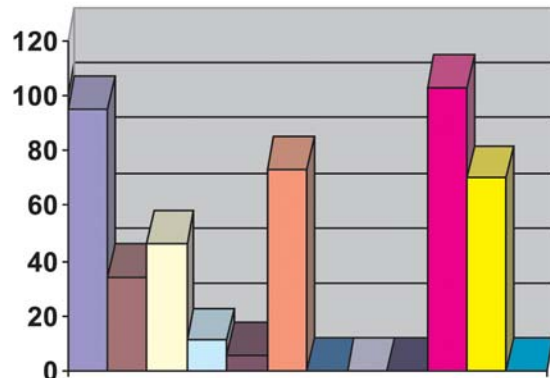


Northwest

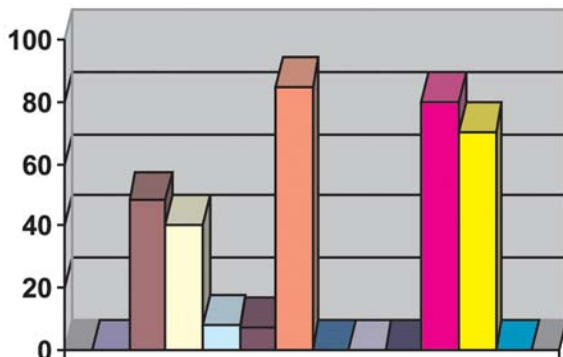


Northeast

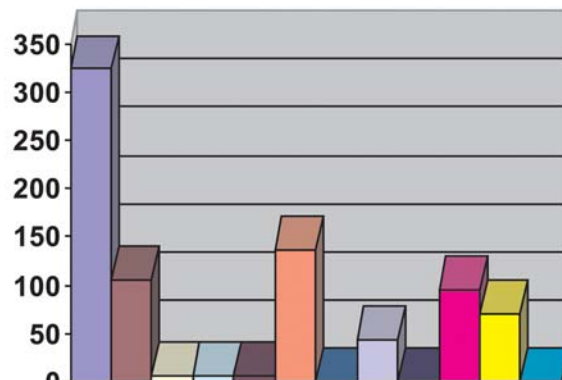
- Intensive Residential
- Residential Male
- Residential Female
- Shelter
- Foster Care
- Day Program
- Alternate Education
- Family Preservation
- Independent Living
- Trackers
- Monitoring
- Diversion



Metro



Southwest



Southeast



Strategic Planning

Strategic planning is a process that positions Youth Services so it can structure and direct its resources toward service excellence, profit from opportunities, and generate results. Strategic planning (along with performance accountability) makes possible the performance-based budget approach to operational planning and budgeting. What follows is the outline of our strategic plan as required by statute, 39:31. The goals, objectives, and performance indicators listed here allow Youth Services to link the strategic planning process to our operational plan and budget. These items are imbedded in the previous pages.

The potential external factors that may impact the ability of Youth Services to progress as planned center around economic reasons due in large part to the disaster this year. In an effort to be responsive, part of the strategic plan includes enhancing the disaster plan.

Strategic Links

Vision 2020: Louisiana's Vision 2020 is a plan for economic renewal and diversification that is designed around a vision of Louisiana as a vibrant, balanced economy, a fully-engaged, well-educated workforce and a quality of life that places it among the top ten states in the nation in which to live, work, visit and do business.

Youth Services endorses Vision 2020 and as the department charged with maintaining juvenile justice, is invested in realizing Goals One and Three of Louisiana's plan for economic development.

Goal One: To be a learning enterprise in which all Louisiana businesses, institutions, and citizens are actively engaged in the pursuit of knowledge.

Objective 1:10: *To build a workforce with the education and skills necessary to meet the needs of business in a knowledge-based economy through flexible systems and responsive programs.* Youth Services is working to increase the number of students who receive GEDs, terminal diplomas, and vocational training. We believe that these skills are integral in the reintegration process for our youth.

Objective 1:11: *To increase workforce participation rates among traditionally underutilized sources of workers (women, minorities, disabled, ex-offenders, immigrants, elderly, etc.).* This objective is evident in the beliefs of Youth Services. Youth in our custody and under our supervision are encouraged to pursue academic and vocational opportunities. Youth Services works to provide these opportunities by partnering with local colleges, faith based organizations, and community businesses.

Goal Three: To achieve a standard of living among the top ten states in America.

Objective 3.4: *To improve the quality of life of Louisiana's children.* It is the vision of Youth Services to provide a quality system of care assisting youth, along with their families, in redirecting their lives toward responsible citizenship. We work with the family and community partners to improve opportunities for youth and increase their potential for success.

Objective 3.5: *To ensure safe, vibrant, and supportive communities for all citizens.* Partnering with the community affords our youth the opportunity to belong and contribute, to form close relationships, make meaningful choices, develop transferable skills, and mentor others.

Children's Cabinet Link: Youth Services supports the Louisiana Children's Cabinet's Goals One and Two.

Goal 1: To create a seamless system of care through the integration of services and resources.

Strategy 1.3: *Establish a quality juvenile justice system built on data and best practices that includes graduated sanctions and a comprehensive continuum of services.* Youth Services promotes a quality seamless continuum of care by developing partnerships between families, employees, natural supports, and community agencies in a statewide continuum of services which address the needs of youth and their families.

Goal 2: To effectively and efficiently utilize monetary, human, and organizational resources.

Strategy 2.3: *Work with local planning boards to identify programs and resources provided at the community level.* Youth Services encourages staff to participate in local Planning Boards to assist in identifying quality programs in local communities.

Program A: Administration

Program A: Administration: The primary clients are youth who benefit from the development of a statewide continuum of services. The secondary clients are staff who receive oversight, support, and guidance. Duplication of services will be reduced through appropriate supervision of programs.

GOALS:

- I. To lead efforts to reduce recidivism among juvenile offenders.
- II. To target all available resources to provide services to at risk and delinquent youth.
- III. To ensure high quality services through effective administration and management of a system of graduated sanctions and a quality continuum of care. This includes responsible management of secure institutions, proper selection and monitoring of juvenile delinquency prevention and diversion projects, shelter care facilities, and residential and nonresidential community treatment programs; the effective administration of juvenile probation and parole services; and comprehensive staff development.
- IV. To ensure compliance with nationally recognized performance-based standards for juvenile service programs and institutions, juvenile regional offices, and juvenile community residential centers and day-treatment programs.
- V. To enhance family participation in rehabilitative services to youth in our care.

OBJECTIVE A.1: To reduce the recidivism rate by 23% by 2010.

PERFORMANCE INDICATORS:

Output:	Percent of revocations
	Number of revocations
	Percent of youth with early release
	Systemwide average monthly enrollment in GED program
Outcome:	Systemwide average monthly enrollment in vo-tech programs
	Systemwide number receiving GED
Quality:	Systemwide number receiving vo-tech certificate
	Recidivism rate (5 year follow up)

OBJECTIVE A.2: To increase the number of staff who receive training in accordance with the new staff development program.

PERFORMANCE INDICATORS:

Output:	Percent of OYD staff receiving training
	Number of staff
Outcome:	Percent of onsite observations demonstrating competency
Quality:	Percent of residential facilities that participate in nationally recognized, performance based standards

OBJECTIVE A.3: To increase the percentage of youth receiving services as identified in their Individualized Intervention Plan (IIP).

PERFORMANCE INDICATORS:

Output:	Number of youth receiving assessments within 30 days
	Number of Individual Intervention Plans (IIP)
	Number of youth enrolled in short term programs
Outcome:	Number of successful completions of short term programs
	Percent of assessments performed within 30 days
Quality:	Number of youth receiving services as identified in the Individualized Intervention Plan (IIP)

OBJECTIVE A.4: Increase family participation by 40% by 2011.

PERFORMANCE INDICATORS:

Input:	Number of families/guardians receiving orientation video/info
Output:	Number of families participating in staffing
	Number of furlough/home passes
	Number of family contacts of youth in OYD custody/supervision



Program B: Swanson

Program B: Swanson: Clients are youth who receive intensive residential treatment.

GOALS:

- I. To develop and employ a workforce focused on the rehabilitative needs of our youth by 2011.
- II. To incorporate family participation in the rehabilitative plan for all youth in custody and under supervision of Youth Services by 2011.
- III. To develop a basic continuum of services in the five proposed regional service areas including prevention, diversion, day treatment, residential treatment, trackers, and foster care by 2011.
- IV. To establish community partnerships that will enhance prevention and diversion opportunities for youth and improve technical assistance to community based programs by 2011.
- V. To improve data resources and information sharing internally and externally by 2011.

OBJECTIVE B.1: To implement the new therapeutic model in all occupied dormitories by 2011.

PERFORMANCE INDICATORS:

Input:	Capacity - SCY
Output:	Number of dorms Number of dorms actively participating in dorm management Number of youth per staff Number of escapes
Outcome:	Number of youth assigned to the facility closest to home Percentage of dorms actively participating in the dorm management system Percentage of dorms in adherence with the established Code of Conduct
Efficiency:	Average cost per day per youth bed
Quality:	Percentage of system that is in compliance with nationally recognized performance based standards

OBJECTIVE B.2: To increase the percentage of youth receiving services as identified in their Individualized Intervention Plan (IIP) by 2011.

PERFORMANCE INDICATORS:

Output:	Number of youth receiving assessments within 30 days Number of arrivals Number of Individual Intervention Plans (IIP) Number of youth enrolled in short term programs
Outcome:	Number of successful completions of short term programs Percent of assessments performed within 30 days
Quality:	Number of youth receiving services as identified in the Individualized Intervention Plan (IIP)

OBJECTIVE B.3: Increase family participation by 40% by 2011.

PERFORMANCE INDICATORS:

Input:	Number of families/guardians receiving orientation video/info
Output:	Number of families participating in staffing Number of furlough/home passes Number of family contacts of youth in OYD custody/supervision

Program C: Jetson

Program C: Jetson: Clients are youth who receive intensive residential treatment.

GOALS:

- I. To develop and employ a workforce focused on the rehabilitative needs of our youth by 2011.
- II. To incorporate family participation in the rehabilitative plan for all youth in custody and under supervision of Youth Services by 2011.
- III. To develop a basic continuum of services in the five proposed regional service areas including prevention, diversion, day treatment, residential treatment, trackers, and foster care by 2011.
- IV. To establish community partnerships that will enhance prevention and diversion opportunities for youth and improve technical assistance to community based programs by 2011.
- V. To improve data resources and information sharing internally and externally by 2011.

OBJECTIVE C.1: To implement the new therapeutic model in all occupied dormitories by 2011.

PERFORMANCE INDICATORS:

Input:	Capacity - JCY
Output:	Number of dorms Number of dorms actively participating in dorm management Number of youth per staff Number of escapes Number of youth assigned to the facility closest to home
Outcome:	Percentage of dorms actively participating in the dorm management system Percentage of dorms in adherence with the established Code of Conduct
Efficiency:	Average cost per day per youth bed
Quality:	Percentage of system that is in compliance with nationally recognized performance based standards

OBJECTIVE C.2: To increase the percentage of youth receiving services as identified in their Individualized Intervention Plan (IIP) by 2011.

PERFORMANCE INDICATORS:

Output:	Number of youth receiving assessments within 30 days Number of arrivals Number of Individual Intervention Plans (IIP) Number of youth enrolled in short term programs
Outcome:	Number of successful completions of short term programs Percent of assessments performed within 30 days
Quality:	Number of youth receiving services as identified in the Individualized Intervention Plan (IIP)

OBJECTIVE C.3: Increase family participation by 40% by 2011.

PERFORMANCE INDICATORS:

Input:	Number of families/guardians receiving orientation video/info
Output:	Number of families participating in staffing Number of furlough/home passes Number of family contacts of youth in OYD custody/supervision



Program D: Bridge City

Program D: Bridge City: Clients are youth who receive intensive residential treatment.

GOALS:

- I. To develop and employ a workforce focused on the rehabilitative needs of our youth by 2011.
- II. To incorporate family participation in the rehabilitative plan for all youth in custody and under supervision of Youth Services by 2011.
- III. To develop a basic continuum of services in the five proposed regional service areas including prevention, diversion, day treatment, residential treatment, trackers, and foster care by 2011.
- IV. To establish community partnerships that will enhance prevention and diversion opportunities for youth and improve technical assistance to community based programs by 2011.
- V. To improve data resources and information sharing internally and externally by 2011.

OBJECTIVE D.1: To implement the new therapeutic model in all occupied dormitories by 2011.

PERFORMANCE INDICATORS:

Input:	Capacity - BCCY
Output:	Number of dorms Number of dorms actively participating in dorm management Number of youth per staff Number of escapes
Outcome:	Number of youth assigned to the facility closest to home Percentage of dorms actively participating in the dorm management system Percentage of dorms in adherence with the established Code of Conduct
Efficiency:	Average cost per day per youth bed
Quality:	Percentage of system that is in compliance with nationally recognized performance based standards

OBJECTIVE D.2: To increase the percentage of youth receiving services as identified in their Individualized Intervention Plan (IIP) by 2011.

PERFORMANCE INDICATORS:

Output:	Number of youth receiving assessments within 30 days Number of arrivals Number of Individual Intervention Plans (IIP) Number of youth enrolled in short term programs
Outcome:	Number of successful completions of short term programs Percent of assessments performed within 30 days
Quality:	Number of youth receiving services as identified in the Individualized Intervention Plan (IIP)

OBJECTIVE D.3: Increase family participation by 40% by 2011.

PERFORMANCE INDICATORS:

Input:	Number of families/guardians receiving orientation video/info
Output:	Number of families participating in staffing Number of furlough/home passes Number of family contacts of youth in OYD custody/supervision

Program E: Field Services

Program E: Field Services: Clients are youth who receive support and services through supervision.

GOALS:

- I. Enhance and support prevention, diversion, supervision and aftercare services for youth in their communities.
- II. Continue to develop, implement, and coordinate a multi-dimensional system of supervision and treatment for youth assigned to probation and/or parole by courts of proper jurisdiction.
- III. Maintain nationally recognized performance based standards and conduct services efficiently and effectively.
- IV. To incorporate family participation in the rehabilitative plan for all youth in custody and under supervision of Youth Services by 2011.

OBJECTIVE E.1: To increase the delivery of comprehensive services to youth and families by implementing a service coordination model by 2010.

PERFORMANCE INDICATORS:

Output:	Average number of contacts made with youth on supervision Average number of youth under supervision Number of youth contacts Number of attempted contacts Number of Probation and Parole Officers Percent of onsite observations demonstrating competency
Outcome:	Percent of youth who achieve early release (parole)
Efficiency:	Probation and Parole officer ratio to youth Cost per day per youth supervised
Quality:	Percent of regions adhering to service coordination model Percent of offices that participate in nationally recognized performance based standards Number of youth who receive early release

OBJECTIVE E.2: To increase the percentage of youth receiving services as identified in their Individualized Intervention Plan (IIP) by 2011.

PERFORMANCE INDICATORS:

Output:	Number of arrivals Number of Individual Intervention Plans (IIP) Number of assessments performed within 30 days of arrival
Outcome:	Percent of assessments performed within 30 days of arrival
Quality:	Number of youth receiving services as identified in the Individualized Intervention Plan (IIP)

OBJECTIVE E.3: Increase family participation by 40% by 2011.

PERFORMANCE INDICATORS:

Input:	Number of families/guardians receiving orientation video/info
Output:	Number of families participating in staffing Number of furlough/home passes Number of family contacts of youth in OYD custody/supervision



Program F: Contract Services: Clients are youth who receive services from professionals in the community.

GOAL: Establish and support a system of graduated sanctions and a quality continuum of care which serve the needs of youth in their community.

OBJECTIVE F1: To increase community based programs that support the juvenile justice continuum of care by 2010.

PERFORMANCE INDICATORS:

Input:	Number of facilities
	Number of residential contract programs
	Number of non-residential contract programs
Output:	Average daily census in residential programs
	Average daily census in non-residential programs
Outcome:	Number of clients served in non-residential programs
	Number of youth serviced in prevention and diversion programs
	Percent of youth served in community based programs
	Percent of youth served in their region of origin
Efficiency:	Cost per day per youth in residential programs
	Cost per day per youth in non-residential programs
Quality:	Percent of contracted facilities that participate in nationally recognized performance based standards

OBJECTIVE F2: To increase the percentage of youth receiving services as identified in their Individualized Intervention Plan (IIP) by 2011.

PERFORMANCE INDICATORS:

Output:	Number of Individual Intervention Plans (IIP)
	Number of assessments performed within 30 days of adjudication
Outcome:	Percent of assessments performed within 30 days
Quality:	Number of youth receiving services as identified in the Individualized Intervention Plan (IIP)

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NOTES

